

Civil No. 1:09-cv-00538

[THIS DOCUMENT WAS PREVIOUSLY FILED UNDER SEAL AS DOCKET ITEM 132-3]

NOM Deposition Exhibit 25:

“National Organization for Marriage Board Update 2008-2009”

NATIONAL ORGANIZATION FOR MARRIAGE
Board Update 2008-2009

I. NOM ACCOMPLISHMENTS: 2008-2009

CALIFORNIA PROP 8 CAMPAIGN

A.

NOM DEVOTED VIRTUALLY ALL OF ITS RESOURCES IN 2008 TOWARD THE PROP 8 CAMPAIGN IN CALIFORNIA. THIS REQUIRED US TO PUT ON HOLD MANY OF OUR PLANS FOR NOM'S INSTITUTIONAL DEVELOPMENT AND INFRASTRUCTURE IMPROVEMENT, BUT THE REAL POSSIBILITY OF FAILURE, AND THE DIRE CONSEQUENCES A LOSS IN CALIFORNIA WOULD HAVE FOR MARRIAGE ACROSS THE COUNTRY REQUIRED AN "ALL HANDS ON DECK" APPROACH TO WINNING IN CALIFORNIA.

WHILE SOME OF OUR DONORS AND CLOSE ALLIES (AND SOME OF OUR ADVERSARIES, TOO) KNOW, MOST OF THE WORLD MAY NEVER KNOW THE CRUCIAL ROLE THAT NOM PLAYED IN THE PROP 8 CAMPAIGN. IT IS LIKELY NO OVERSTATEMENT TO SUGGEST THAT WITHOUT NOM'S EARLY LEADERSHIP, THE PROP 8 CAMPAIGN WOULD HAVE NEVER GOTTEN OFF THE GROUND. THE CALIFORNIA SUPREME COURT HAD NOT YET RULED PROP 22 UNCONSTITUTIONAL, AND MANY SUGGESTED THAT WE WAIT AND SEE THE OUTCOME FROM THE COURT. HAD WE DONE SO, IT WOULD HAVE BEEN TOO LATE.

WHEN BRIAN AGREED IN LATE DECEMBER 2007 TO MOVE HIS FAMILY TO CALIFORNIA TO BEGIN RAISING MONEY TO PUT A MARRIAGE AMENDMENT ON THE BALLOT, WE WERE TOLD OVER AND OVER AGAIN THAT THE CAMPAIGN WAS IMPOSSIBLE. LOOKING BACK, WE FORGET HOW DEMORALIZED OUR PEOPLE WERE IN CALIFORNIA -- FROM RECENT AND REPEATED FAILURES ON ISSUES OF LIFE AND MARRIAGE.

IT WAS BRIAN'S ENERGY AND NOM'S LEADERSHIP THAT PROVIDED THE IMPETUS AND FINANCIAL RESOURCES TO COLLECT MORE THAN 1.1 MILLION SIGNATURES FROM EVERY COUNTY IN THE STATE.

IN THE END, NOM RAISED NEARLY \$3 MILLION FOR THE PROP 8 EFFORT, BECOMING THE LARGEST SINGLE CONTRIBUTOR TO THE PROP 8 CAMPAIGN. PROP 8 AFTERMATH -- "ABOVE THE HATE," "BUST THE BLACKLIST" AND

B.

DONOR PROTECTION LITIGATION

THE ANTAGONISM FACED DURING THE CAMPAIGN ULTIMATELY PALED IN COMPARISON TO THE HATRED LEVELED AT PROP 8 SUPPORTERS BY GAY MARRIAGE ACTIVISTS AFTER THE ELECTION. BOYCOTTS, PICKETING, AND OCCASIONAL VIOLENCE -- MUCH OF IT TARGETED AT LATTER-DAY SAINTS AND LOCAL FAMILY BUSINESSES -- WERE ORCHESTRATED BY LOCAL GAY MARRIAGE ADVOCATES AND TOLERATED BY ALL THE NATIONAL AND STATEWIDE ORGANIZATIONS.

CONFIDENTIAL

NOM WAS RESPONSIBLE FOR THE ONLY ORGANIZED RESPONSE ATTEMPTING TO DRAW ATTENTION TO THE BIGOTRY AND INTOLERANCE BEING DISPLAYED BY THE SUPPOSED FORCES OF "TOLERANCE." NOM'S "ABOVETHEHATE.COM" CAMPAIGN GATHERED NEARLY 6,000 SIGNERS TO A PETITION STANDING WITH THE LDS CHURCH IN THE FACE OF RELIGIOUSLY MOTIVATED ATTACKS -SUPPORTING THEIR RIGHT TO SPEAK OUT IN SUPPORT OF MARRIAGE.

CONFIDENTIAL

THE BUST THE BLACKLIST CAMPAIGN ENLISTED NOM'S CALIFORNIA SUPPORTERS TO PATRONIZE BUSINESSES THAT HAD CONTRIBUTED TO THE PROP 8 CAMPAIGN AND HAD BEEN BLACKLISTED BY GAY MARRIAGE ADVOCATES. ONE SUCH FAMILY BUSINESS (LEATHERBY'S ICE CREAM IN SACRAMENTO) REPORTED THAT AFTER NOM HIGHLIGHTED THEIR BUSINESS, DOZENS OF FAMILIES STOPPED BY TO EXPRESS THANKS FOR THE LEATHERBYS' PROP 8 SUPPORT.

2009 NORTHEAST ACTION PLAN

C.

EARLY IN 2009, IT BECAME CLEAR THAT GAY MARRIAGE ADVOCATES WOULD TARGET SEVERAL NEW ENGLAND STATES FOR LEGISLATIVELY ADOPTED SAME-SEX MARRIAGE DURING THE 2009 LEGISLATIVE SESSION. IN MARCH, NOM LAUNCHED ITS 2009 NORTHEAST ACTION PLAN WITH A SERIES OF RADIO ADS IN VERMONT, NEW HAMPSHIRE, AND MAINE. THESE EARLY ADS (AVAILABLE ALONG WITH ALL OF NOM'S RADIO, TV AND INTERNET ADS AT WWW.NATIONFORMARRIAGE.ORG/ADS) HELPED TO ORGANIZE OPPOSITION TO SAME-SEX MARRIAGE IN THESE DEEP BLUE STATES - IN SOME CASES FOR THE VERY FIRST TIME.

AS WE MOVED INTO THE LEGISLATIVE SEASON, GAY MARRIAGE ADVOCATES BEGAN PUSHING SAME-SEX MARRIAGE BILLS IN NEW YORK, RHODE ISLAND, CONNECTICUT AND WASHINGTON DC AS WELL. WE EXPANDED THE AD CAMPAIGN AND CREATED A NORTHEAST ONLINE ACTION CENTER ON OUR WEBSITE, GENERATING MORE THAN 325,000 EMAILS TO LEGISLATORS THROUGHOUT THE NORTHEAST.

1. RELIGIOUS LIBERTY EXEMPTIONS (VERMONT/CONNECTICUT/NEW HAMPSHIRE)

THE ONE SILVER LINING OF THE SAME-SEX MARRIAGE BILLS ADOPTED IN VERMONT, CONNECTICUT AND NEW HAMPSHIRE THIS SPRING HAS BEEN THE EVOLUTION OF SUBSTANTIVE RELIGIOUS LIBERTY EXEMPTIONS FOR CHURCHES AND RELIGIOUS ORGANIZATIONS. IN VERMONT, THE EXECUTIVE DIRECTOR OF THE HUMAN RIGHTS COMMISSION TESTIFIED BEFORE THE JUDICIARY COMMITTEE THAT THE EXISTING RELIGIOUS LIBERTY PROTECTIONS IN THE LAW WERE INADEQUATE, OPENING THE DOOR TO A LEGISLATIVELY ADOPTED EXEMPTION FOR CHURCHES AND CHURCH GROUPS.

THE EFFORT BECAME MORE ROBUST IN CONNECTICUT AS THE PEOPLE OF CONNECTICUT OVERWHELMED THE STATEHOUSE WITH OPPOSITION TO THE GAY MARRIAGE BILL INTRODUCED AS MERELY "IMPLEMENTING" THE CONNECTICUT COURT RULING ON MARRIAGE, BUT WITH NO RELIGIOUS LIBERTY EXEMPTIONS. CATHOLIC DEMOCRATS FROM BLUE COLLAR DISTRICTS REVOLTED, LEAVING THE LEADERSHIP WITH NO CHOICE BUT TO PERMIT REAL RELIGIOUS LIBERTY PROTECTIONS TO BE BROUGHT TO THE FLOOR, DEBATED AND VOTED ON.

FINALLY, IN NEW HAMPSHIRE, AFTER THE GAY MARRIAGE BILL MADE ITS WAY THROUGH THE HOUSE AND SENATE THE FIRST TIME, GOVERNOR LYNCH ANNOUNCED THAT HE WOULD NOT SIGN THE BILL WITHOUT SPECIFIC RELIGIOUS LIBERTY PROTECTIONS. AFTER ANOTHER SETBACK IN THE HOUSE THAT SHOCKED ADVOCATES AND NEARLY DERAILED THE ENTIRE BILL, THE

CONFIDENTIAL

RELIGIOUS LIBERTY AMENDMENTS WERE ULTIMATELY APPROVED AND SIGNED INTO LAW BY GOVERNOR LYNCH.

ALTHOUGH THESE RELIGIOUS LIBERTY PROTECTIONS ARE IN SOME WAYS MORE NARROW THAN ONE MIGHT DESIRE (FOCUSING PRIMARILY ON RELIGIOUS INSTITUTIONS, TO THE EXCLUSIONS OF INDIVIDUAL PROFESSIONALS AND BUSINESS OWNERS), THEY NONETHELESS MARK A TURNING POINT OF SORTS IN THE GAY MARRIAGE DEBATE. THREE OF THE FOUR STATES TO HAVE PASSED A SAME-SEX MARRIAGE BILL THIS SPRING, DID SO ONLY AFTER THE INCLUSION OF REAL, SUBSTANTIVE RELIGIOUS LIBERTY PROTECTIONS, VALIDATING NOM'S FREQUENTLY EXPRESSED CONCERNS FOR THE RELIGIOUS LIBERTY OF TRADITIONAL FAITH GROUPS IF SAME-SEX MARRIAGE IS ADOPTED WITHOUT SPECIFIC PROTECTIONS.

2. NEW HAMPSHIRE

NEW HAMPSHIRE REPRESENTS THE CLEAREST EXAMPLE OF MANUFACTURED LEGISLATIVE SUPPORT FOR SAME-SEX MARRIAGE. DESPITE OVERWHELMING OPPOSITION TO GAY MARRIAGE (65% IN ROBOCALLS CONDUCTED BY CORNERSTONE ACTION AND PARTIALLY FUNDED BY NOM), THE LEGISLATURE WAS FLIPPED TO DEMOCRATIC CONTROL IN 2008 AS TIM GILL AND HIS ALLIES FLOODED THE STATE DEMOCRATIC PARTY WITH CAMPAIGN MONEY (MORE THAN \$9 MILLION - COMPARED TO A FEW HUNDRED THOUSAND DOLLARS IN A NORMAL ELECTION YEAR).

THAT MONEY SUCCESSFULLY BOUGHT SAME-SEX MARRIAGE IN NEW HAMPSHIRE, AS DEMOCRATIC OFFICIALS PRESSURED "WAYWARD" DEMOCRATS, REVIVING A SAME-SEX MARRIAGE BILL THAT STALLED TWICE WHEN VOTED DOWN IN THE HOUSE, ONLY TO BE RESURRECTED ON RECONSIDERATION AFTER SENATE LEADERSHIP BROKE WITH PROTOCOL AND REMOVED A REPUBLICAN SENATOR FROM THE CONFERENCE COMMITTEE.

DURING THE TWO MONTHS THAT THE MARRIAGE BILL WAS PENDING IN THE NEW HAMPSHIRE LEGISLATURE, NOM HELPED FUND THE WORK OF CORNERSTONE ACTION PAC, AIRED TV AND RADIO ADS IN THE STATE, AND GENERATED NEARLY 15,000 EMAILS TO MEMBERS OF THE STATE HOUSE AND SENATE.

NEW HAMPSHIRE REMAINS AN ACTION ITEM FOR THE COMING YEAR AS WELL. DURING THE MARRIAGE DEBATE IN NEW HAMPSHIRE, TWO SPECIAL ELECTIONS WERE HELD IN THE STATE, BOTH Pitting A PRO-SSM DEMOCRAT VS. A PRO-MARRIAGE REPUBLICAN. IN BOTH CASES, THE REPUBLICAN WON CONVINCINGLY, REVERSING OUTCOMES SEEN ACROSS THE STATE LAST NOVEMBER. THE HUMAN RIGHTS CAMPAIGN POURED MONEY AND MANPOWER INTO THESE RACES, AND NOM QUICKLY RESPONDED BY HELPING TO SET UP A NEW HAMPSHIRE PAC TO FUND ROBOCALLS AND GRASSROOTS ORGANIZING IN THE DISTRICT.

3. NEW YORK

SINCE GOVERNOR PATERSON ANNOUNCED PLANS TO INTRODUCE A SAME-SEX MARRIAGE BILL IN NEW YORK THIS PAST APRIL, NOM HAS FOCUSED SIGNIFICANT RESOURCES ON THE EFFORT TO STOP GAY MARRIAGE IN NEW YORK. THE EFFORTS TO DATE HAVE INCLUDED RADIO AND TV ADS, A TIMES

CONFIDENTIAL

SQUARE ELECTRIC BILLBOARD, AND ROBOCALLS TO 25 OF THE KEY SENATE DISTRICTS.

THE ROBOCALLS GENERATED THOUSANDS OF PHONE CALLS TO KEY SENATORS (ALL FROM THEIR OWN CONSTITUENTS!) AND ALLOWED US TO ID VOTERS ALL ACROSS THESE SWING DISTRICTS.

THE SENATE LEADERSHIP CRISIS OF THE PAST MONTH HAS SIDELINED THE GAY MARRIAGE DEBATE FOR THE TIME BEING, WITH REPORTS INDICATING THAT GOVERNOR PATERSON INTENDS TO BRING THE ISSUE TO THE FORE AGAIN DURING A SPECIAL SESSION IN SEPTEMBER.

LAST MONTH, AS THE SENATE APPEARED POISED TO VOTE ON GAY MARRIAGE, NOM LAUNCHED ITS NY MARRIAGE PAC, WITH A PROMISE TO SPEND THE FIRST \$500,000 RAISED IN SUPPORT OF A PRIMARY CHALLENGER TO ANY NY REPUBLICAN SENATOR WHO VOTED FOR SAME-SEX MARRIAGE.

4. WASHINGTON

THE DC COUNCIL, HAVING JUST ADOPTED A MEASURE TO RECOGNIZE SAME-SEX MARRIAGES FROM OTHER JURISDICTIONS, IS WIDELY EXPECTED TO CONSIDER SAME-SEX MARRIAGE LEGISLATION WITHIN THE NEXT FEW MONTHS. NOM IS PART OF A DC MARRIAGE COALITION (BRIAN BROWN IS THE COALITION'S TREASURER) NOW RAMPING UP A CAMPAIGN TO ORGANIZE OPPOSITION TO SAME-SEX MARRIAGE IN THE DISTRICT OF COLUMBIA.

IOWA MARRIAGE AMENDMENT

D.

JUST HOURS AFTER THE IOWA SUPREME COURT RULING IMPOSING SAME-SEX MARRIAGE ON THE STATE, NOM LAUNCHED A GRASSROOTS ADVOCACY CENTER ALLOWING PEOPLE FROM ALL ACROSS THE NATION TO CONTACT A GROUP OF KEY IOWA DEMOCRATIC LEGISLATORS URGING THEM TO SUPPORT A CONSTITUTIONAL AMENDMENT TO THE IOWA CONSTITUTION -- A LONG PROCESS, BUT THE ONLY WAY OF REVERSING THE COURT RULING. WITHIN JUST A FEW DAYS, WE HAD GENERATED MORE THAN 165,000 EMAILS TO THESE KEY LEGISLATORS.

WITH THE HELP OF CONGRESSMAN STEVE KING, NOM ROBOCALLED THE ENTIRE STATE (MORE THAN 250,000 HOUSEHOLDS) IN RESPONSE TO THE COURT DECISION, URGING IOWANS TO CALL THEIR LEGISLATORS. WE ALSO ASKED IF WE COULD CALL BACK AND ASK THEM FOR MONEY.

A MEASURE OF THE PEOPLE'S ANTIPATHY FOR GAY MARRIAGE AND THE IOWA COURT RULING: THE VERY FIRST SWEEP OF PHONE CALLS RAISED MORE MONEY THAN THE COST OF THE ROBOCALLS, AND GENERATED THOUSANDS MORE PHONE CALLS AND EMAILS TO THE IOWA STATEHOUSE.

THERE REMAINS A SMALL GROUP OF LEGISLATORS BLOCKING THE MARRIAGE AMENDMENT IN IOWA, SEE 2009-2011 PROJECT DISCUSSION BELOW.

RELIGIOUS LIBERTY AD CAMPAIGN

E.

IN EARLY APRIL, NOM LAUNCHED A \$1.5 MILLION RELIGIOUS LIBERTY AD CAMPAIGN. THE FIRST AD, "GATHERING STORM," GENERATED AN IMMEDIATE REACTION FROM THE HUMAN RIGHTS CAMPAIGN, CREATING WIDESPREAD MEDIA INTEREST IN THE CONTROVERSY. WITHIN DAYS, MORE THAN 350,000

CONFIDENTIAL

PEOPLE HAD VIEWED THE AD ON YOUTUBE, RANKING AS ONE OF THE TOP 100 MOST VIEWED VIDEOS ON YOUTUBE FOR THE WEEK OF APRIL 5TH. REBROADCASTS OF THE AD IN NEWS COVERAGE BY CBS NEWS, FOX NEWS, MSNBC AND CNN BROUGHT THE MESSAGE OF RELIGIOUS LIBERTY THREATS POSED BY SAME-SEX MARRIAGE TO MILLIONS MORE VIEWERS.

THE SECOND AD IN THE RELIGIOUS LIBERTY AD CAMPAIGN FEATURED CARRIE PREJEAN AND HER STAND FOR MARRIAGE IN RESPONSE TO QUESTIONING FROM PEREZ HILTON DURING THE MISS USA PAGEANT. HER COURAGE IN THE FACE OF THE ABUSE SHE RECEIVED HAS INSPIRED MILLIONS OF AMERICANS AND AGAIN GENERATED EXTENSIVE MEDIA ATTENTION TO THE INTOLERANCE SHOWN BY MANY SAME-SEX MARRIAGE SUPPORTERS.

RUTH INSTITUTE

F.

IN JUNE, THE RUTH INSTITUTE FORMALLY JOINED WITH NOM, BECOMING AN AFFILIATED CENTER UNDER THE UMBRELLA OF NOM, FOCUSED ON TRANSMITTING A HEALTHY CULTURE OF MARRIAGE AND FAMILY TO THE NEXT GENERATION OF LEADERS. DR. JENNIFER ROBACK MORSE FOUNDED THE RUTH INSTITUTE AND IS A FREQUENT SPEAKER ON COLLEGE CAMPUSES. THIS NEW RELATIONSHIP WILL GIVE NOM A NEW FOCUSED OUTREACH TO THE NEXT GENERATION ON MARRIAGE.

TWO MILLION FOR MARRIAGE / DOMA DEFENSE FUND

G.

IN FEBRUARY, NOM BEGAN LAYING OUT A GOAL TO IDENTIFY TWO MILLION PRO-MARRIAGE AMERICANS BETWEEN NOW AND THE 2010 ELECTIONS. THE PURPOSE OF THIS GOAL IS THREE-FOLD: (1) WE BELIEVE THAT TWO MILLION AMERICANS WILL PROVIDE THE CRITICAL MASS NEEDED TO STOP OBAMA'S PLANS TO REPEAL DOMA, FORCING SAME-SEX MARRIAGE ON THE ENTIRE COUNTRY; AND (2) TWO MILLION MARRIAGE ACTIVISTS WILL ALSO REPRESENT TENS OF THOUSANDS OF DONORS AND POTENTIAL DONORS SERIOUS ABOUT STOPPING SAME-SEX MARRIAGE; (3) AS A FEDERAL PAC, NOM IS PERMITTED UNLIMITED ACTION WITH ITS OWN MEMBERS - NOT REQUIRING FEDERAL CAMPAIGN CONTRIBUTION REPORTING. THIS WILL BECOME CRITICAL AS WE MOBILIZE OUR ACTIVIST BASE TO STAND FOR MARRIAGE IN ADVANCE OF THE 2010 ELECTIONS.

NEW TECHNOLOGY DEVELOPMENTS (WEBSITE, FACEBOOK, YOUTUBE,

H.

TWITTER)

THIS SPRING, NOM LAUNCHED A NEW WEBSITE, AT THE SAME TIME ROLLING OUT EXPANDED FACEBOOK, YOUTUBE, TWITTER AND BLOGGING CAPABILITIES, IN ORDER TO STAY IN FREQUENT CONTACT WITH OUR SUPPORTERS, AND PROVIDING THE SOCIAL NETWORKING CAPABILITY NEEDED TO TAKE ADVANTAGE OF OUR SUPPORTERS' PERSONAL ONLINE NETWORKS.

NOM IN THE NEWS

I.

PRINT, RADIO, AND TELEVISION APPEARANCES FOR NOM INCLUDE: THE NEW YORK TIMES, WASHINGTON POST, USA TODAY, LOS ANGELES TIMES, ASSOCIATED PRESS, REUTERS, CNN, NPR, CBS NEWS, LARRY KING LIVE, ANDERSON COOPER 360, NATIONAL REVIEW, THE WEEKLY STANDARD, SAN DIEGO UNION-TRIBUNE, SAN FRANCISCO CHRONICLE, BOSTON GLOBE,

CONFIDENTIAL

PROVIDENCE JOURNAL, NEW YORK DAILY NEWS, WESTCHESTER JOURNAL NEWS, SALEM RADIO NETWORK, AND NUMEROUS RADIO AFFILIATES ACROSS THE COUNTRY.

A PARTIAL LIST OF NOM MEDIA MENTIONS FROM THE PAST SIX MONTHS IS ATTACHED.

II. NOM 2009-2011

STRATEGIC OVERVIEW: THE STATE OF THE MARRIAGE DEBATE (MAGGIE

A. GALLAGHER)

THE NORTHEAST CORRIDOR: NY/NJ/MAINE/NH/DC/RHODE ISLAND

1.

CALIFORNIA

2.

MARRIAGE AMENDMENTS (IOWA, INDIANA, NORTH CAROLINA,

3.

PENNSYLVANIA, WEST VIRGINIA)

FEDERAL LITIGATION (PROP 8, MASSACHUSETTS, LOUISIANA)

4.

NEXT STEPS: NOM VISION 2009-2011

B.

WE HAVE OUTLINED BELOW AN AGGRESSIVE \$20 MILLION STRATEGY AIMED AT STOPPING, ISOLATING, AND PARTIALLY REVERSING THE ADVANCES OF GAY MARRIAGE ADVOCATES IN THE UNITED STATES. THE STRATEGY IS HEAVILY FOCUSED ON STATE 2010 ELECTIONS, AND LAYS THE GROUNDWORK TO MAKE MARRIAGE A MAJOR ISSUE IN THE 2012 PRESIDENTIAL ELECTION AS WELL. WITH ADEQUATE RESOURCES, WE CAN WIN THE BATTLE FOR HEARTS AND MINDS ON THE MARRIAGE ISSUE.

ROLLBACK: PREVENTING PASSAGE OF GAY MARRIAGE BILLS AND

1.

ROLLING BACK VERY RECENT GAINS FOR THE MOVEMENT TO REDEFINE MARRIAGE IN BLUE STATES IN THE NORTHEAST.

A) PREVENTING SSM IN NEW YORK AND NEW JERSEY. (\$1 MILLION)

STRATEGIC INSIGHT: GAY MARRIAGE IS NOT HIGH ON MANY VOTERS' PRIORITY LISTS, EVEN IN LIBERAL STATES. GAY MARRIAGE ADVOCATES ARE COUNTING ON VOTER APATHY TO PERMIT THEM TO PLAY TO THEIR WELL FUNDED BASE AND TO PLEASE THEIR DONORS AND THE MEDIA INSTEAD OF VOTERS.

NOM IS USING SOPHISTICATED TECHNOLOGY TO REACH OUT TO VOTERS IN THESE STATES, SUPPLEMENTED BY PERSUASIVE RADIO, TV, AND INTERNET ADVERTISING TO RAISE CONCERNS IN VOTERS' MINDS. WITH ONE OUTLAY OF CAPITAL, USING ROBOCALL TECHNOLOGY, WE CAN (A) IDENTIFY OUR MARRIAGE VOTERS FOR FUTURE ELECTORAL PURPOSES, (B) GENERATE A FLOOD OF PHONE CALLS TO LEGISLATORS FROM OUTRAGED CONSTITUENTS, AND (C) FUNDRAISE, THUS PERMANENTLY EXPANDING OUR SMALL DONOR/ACTIVIST BASE AND GENERATING SEED CAPITAL FOR THE NEXT ROUND OF ROBOCALLING. WE ALSO WORK WITH CATHOLIC BISHOPS AND PROTESTANT PASTORS TO EDUCATE RELIGIOUS

CONFIDENTIAL

VOTERS ON THE COSTS OF GAY MARRIAGE. ONE GREAT STRATEGIC ASSET IN THESE STATES? THE AMOUNT OF POLITICAL PRESSURE IT TAKES TO GET POLITICIANS TO DO NOTHING IS MUCH LESS THAN GETTING THEM TO DO SOMETHING.

B) ROLLING BACK GAY MARRIAGE IN MAINE: (\$1 MILLION)

IN MAINE, WE CAN AND WILL GET MARRIAGE ON THE BALLOT IN NOVEMBER. WE WILL WIN BY USING TECHNIQUES AND ARGUMENTS DEVELOPED IN THE BIG VICTORY LAST YEAR IN CALIFORNIA.

GOING ON OFFENSE: TWO MILLION MARRIAGE ACTIVISTS/SMALL

2.

DONORS (\$3 MILLION)

A) PUSHING FOR MARRIAGE AMENDMENTS IN NORTH CAROLINA, PENNSYLVANIA AND INDIANA.

STRATEGIC PRIORITY: BUILDING OUR ACTIVIST AND SMALL DONOR BASE BY PUSHING FOR STATE MARRIAGE AMENDMENTS IN POLITICALLY SIGNIFICANT STATES INCLUDING: PENNSYLVANIA, NORTH CAROLINA, AND INDIANA. BECAUSE THESE ARE SOCIALLY CONSERVATIVE STATES, WE CAN QUICKLY BUILD A GENEROUS SMALL DONOR BASE WITH AN INFLUX OF LEAD CAPITAL.

RIGHT NOW, WE ARE PLAYING ON OUR WEAKEST TURF: BLUE STATES IN THE NORTHEAST DOMINATED BY THE DEMOCRATIC PARTY, WHERE RELIGIOUS CONSERVATIVES ARE RELATIVELY WEAK. EVEN HERE WE HAVE BEEN ABLE TO LOCATE, ANIMATE AND ORGANIZE SIGNIFICANT NUMBERS OF SMALL DONORS AND ACTIVISTS ON THE MARRIAGE ISSUE. BUT WE DO NOT WANT TO PLAY ON WEAK TURF INDEFINITELY. OUR GOAL IN 2009 AND 2010 IS TO MOVE FROM PLAYING DEFENSE TO PLAYING OFFENSE: PUSH MARRIAGE AMENDMENTS THROUGH THE STATE LEGISLATURES IN PENNSYLVANIA, NORTH CAROLINA AND INDIANA.

GAY MARRIAGE ADVOCATES HAVE SPENT MILLIONS TO KNOCK OFF PRO FAMILY LEADERS IN KEY STATE LEGISLATURES. PRO MARRIAGE GROUPS IN STATES LIKE PENNSYLVANIA HAVE RELIED ON DIFFUSE PUBLIC OPINION RATHER THAN SOPHISTICATED POLITICAL ORGANIZING TO PUSH MARRIAGE AMENDMENTS IN THESE STATES. WITH THE PROPER RESOURCES AND TACTICS, WE CAN MAKE IT CLEAR: THERE IS A VERY HIGH COST TO POLITICIANS THAT PROMOTE GAY MARRIAGE. WE DO NOT NEED TO MATCH GAY MARRIAGE ADVOCATES DOLLAR FOR DOLLAR BECAUSE, UNLIKE THEM, WE HAVE ACTUAL VOTERS ON OUR SIDE. WE DO NEED TO USE SOPHISTICATED TECHNOLOGY AND OUTREACH CAMPAIGNS TO BUILD RESOURCES IN TARGET RICH STATES INCLUDING THOSE KEY TO PRESIDENTIAL AND CONGRESSIONAL RACES (SEE BELOW).

STATE EMERGENCY RESERVE FUND (\$5 MILLION)

3.

WE HAVE TO BE READY FOR A DECISIVE, RAPID AND EFFECTIVE RESPONSE IN WHATEVER STATES GAY MARRIAGE ADVOCATES DECIDE TO PUSH FOR GAY MARRIAGE. SUCH A STATE EMERGENCY FUND WILL ALSO ACT AS A DISCOURAGEMENT TO POLITICIANS TEMPTED BY THEIR BASE TO PUSH THIS DIVISIVE ISSUE ON THEIR CONSTITUENTS.

CONFIDENTIAL

NATIONALIZING THE MARRIAGE ISSUE. (\$5 MILLION)

4.

MARRIAGE NEEDS TO BE A NATIONAL (AND ULTIMATELY INTERNATIONAL) DISCUSSION, NOT JUST A LOCAL OR REGIONAL ISSUE. Redact [REDACTED]

A) IOWA AND NEW HAMPSHIRE PROJECT (\$3 MILLION)

NEW HAMPSHIRE AND IOWA ARE THE TWO STATES THAT LEAD OFF THE U.S. PRESIDENTIAL PRIMARIES. WE PLAN A 2-3 YEAR CAMPAIGN TO TAKE BACK CONTROL OF THESE LEGISLATURES BY ELECTING PRO-FAMILY LEGISLATORS, AND ALSO TO USE IOWA AND NEW HAMPSHIRE TO BUILD A STRONG BASE OF MARRIAGE VOTERS TO INFLUENCE THE U.S. PRESIDENTIAL RACES IN 2012. WE WILL MAKE STRONG AND VOCAL SUPPORT FOR MARRIAGE A REQUIREMENT TO GAINING THE PRESIDENTIAL NOMINATION IN 2012.

B) FEDERAL MARRIAGE PAC (POLITICAL ACTION COMMITTEE) (\$1 MILLION)

AS WE BUILD ASSETS IN SPECIFIC STATES (IDENTIFYING MARRIAGE VOTERS, ACTIVISTS AND SMALL DONORS) WE WANT TO DIRECT THESE ASSETS TO ELECTING PRO-MARRIAGE LEGISLATORS IN CONGRESS. A FEDERAL MARRIAGE PAC WILL HELP US BLOCK THE REPEAL OF THE DEFENSE OF MARRIAGE ACT, INFLUENCE SUPREME COURT NOMINATIONS, AND DOWN THE ROAD REVIVE A CREDIBLE THREAT OF A FEDERAL MARRIAGE AMENDMENT.

BUILDING A NETWORK OF REGIONAL POLITICAL DIRECTORS WILL HELP US IDENTIFY AND RECRUIT CANDIDATES. POLITICALLY SIGNIFICANT STATES (BESIDES NEW HAMPSHIRE AND IOWA) IN SENATE AND PRESIDENTIAL POLITICS INCLUDE: SOUTH CAROLINA, FLORIDA, OHIO, MINNESOTA, INDIANA, PENNSYLVANIA, NEVADA, CONNECTICUT, NEW MEXICO, NEVADA, COLORADO, INDIANA, MICHIGAN.

C) SIDESWIPING OBAMA (\$1 MILLION AMERICAN PRINCIPLES PROJECT)

EXPOSE OBAMA AS A SOCIAL RADICAL. DEVELOP SIDE ISSUES TO WEAKEN PRO-GAY MARRIAGE POLITICAL LEADERS AND PARTIES AND DEVELOP AN ACTIVIST BASE OF SOCIALLY CONSERVATIVE AND CHRISTIAN VOTERS. RAISE SUCH ISSUES AS PORNOGRAPHY, PROTECTION OF CHILDREN, AND THE NEED TO OPPOSE ALL EFFORTS TO WEAKEN RELIGIOUS LIBERTY AT THE FEDERAL LEVEL.

CULTURAL STRATEGIES (\$5 MILLION)

5.

CONFIDENTIAL

A) INTERNATIONALIZING THE MARRIAGE ISSUE: A PAN-AMERICAN STRATEGY

THE LATINO VOTE IN AMERICA IS A KEY SWING VOTE, AND WILL BE SO EVEN MORE SO IN THE FUTURE, BOTH BECAUSE OF DEMOGRAPHIC GROWTH AND INHERENT UNCERTAINTY. WILL THE PROCESS OF ASSIMILATION TO THE DOMINANT ANGLO CULTURE LEAD HISPANICS TO ABANDON TRADITIONAL FAMILY VALUES? WE MUST INTERRUPT THIS PROCESS OF ASSIMILATION BY MAKING SUPPORT FOR MARRIAGE A KEY BADGE OF LATINO IDENTITY--A SYMBOL OF RESISTANCE TO INAPPROPRIATE ASSIMILATION.

WE SEEK TO IDENTIFY GLAMOROUS YOUNG LATINO AND LATINA LEADERS, ESPECIALLY ARTISTS, ACTORS, MUSICIANS, ATHLETES, WRITERS, AND OTHER CELEBRITIES WILLING TO STAND FOR MARRIAGE, REGARDLESS OF NATIONAL BOUNDARIES. DEVELOP SPANISH LANGUAGE RADIO AND TV ADS IN AN APPROPRIATE RANGE OF DIALECTS; DEVELOP PAMPHLETS, YOUTUBE VIDEOS, CHURCH HANDOUTS FOR SPANISH SPEAKING PEOPLE, AND CREATE A TEMPLATE THAT CAN BE USED ABROAD.

B) THE NEXT GENERATION PROJECT

THE LATINO IDENTITY PROJECT WILL ALSO HELP US IN BUILDING A COMMUNITY THAT CAN REACH OUT TO THE NEXT GENERATION OF OTHER AMERICANS AS WELL. USE STUDENT CONFERENCES, SPEAKERS AND DEBATES, TO FIND, TRAIN, AND EQUIP YOUNG LEADERS ON THE MARRIAGE ISSUE AT IVY LEAGUE AND EQUIVALENT COLLEGES. NOM HAS LAUNCHED THE RUTH INSTITUTE FOR THIS PURPOSE AND IS WORKING WITH THE LOVE AND FIDELITY NETWORK TO REPLICATE THE SUCCESS OF THE ANSCOMBE MODEL ON THE PRINCETON CAMPUS.

C) NOT A CIVIL RIGHT PROJECT

THE STRATEGIC GOAL OF THIS PROJECT IS TO DRIVE A WEDGE BETWEEN GAYS AND BLACKS--TWO KEY DEMOCRATIC CONSTITUENCIES. FIND, EQUIP, ENERGIZE AND CONNECT AFRICAN AMERICAN SPOKESPEOPLE FOR MARRIAGE; DEVELOP A MEDIA CAMPAIGN AROUND THEIR OBJECTIONS TO GAY MARRIAGE AS A CIVIL RIGHT; PROVOKE THE GAY MARRIAGE BASE INTO RESPONDING BY DENOUNCING THESE SPOKESMEN AND WOMEN AS BIGOTS. NO POLITICIAN WANTS TO TAKE UP AND PUSH AN ISSUE THAT SPLITS THE BASE OF THE PARTY. FANNING THE HOSTILITY RAISED IN THE WAKE OF PROP 8 IS KEY TO RAISING THE COSTS OF PUSHING GAY MARRIAGE TO ITS ADVOCATES AND PERSUADING THE MOVEMENT'S ALLIES THAT ADVOCATES ARE UNACCEPTABLY OVERREACHING ON THIS ISSUE. CONSIDER PUSHING A MARRIAGE AMENDMENT IN WASHINGTON D.C.; FIND ATTRACTIVE YOUNG BLACK DEMOCRATS TO CHALLENGE WHITE GAY MARRIAGE ADVOCATES ELECTORALLY.

CONFIDENTIAL

D) *INTERNATIONAL SCHOLARS PROJECT*

WE NEED TO IDENTIFY AND NURTURE A WORLDWIDE COMMUNITY OF HIGHLY CREDENTIALED INTELLECTUALS AND PROFESSIONAL SCHOLARS, PHYSICIANS, PSYCHIATRISTS, SOCIAL WORKERS, AND WRITERS TO CREDENTIAL OUR CONCERNS AND TO INTERRUPT THE SILENCING THAT TAKES PLACE IN THE ACADEMY AROUND GAY MARRIAGE AND RELATED FAMILY ISSUES. MARRIAGE AS THE UNION OF HUSBAND AND WIFE HAS DEEP GROUNDING IN HUMAN NATURE, AND IS SUPPORTED BY SERIOUS SOCIAL SCIENCE.

E) *RAISING THE NEGATIVES ON HOMOSEXUALITY/INTERRUPTING THE RACE ANALOGY*

ULTIMATELY WE AIM TO RAISE THE COSTS OF IDENTIFYING WITH GAY MARRIAGE, AND ALSO RAISE THE ATTRACTIVENESS OF IDENTIFYING WITH TRADITIONAL MARRIAGE. BUT WE ALSO NEED TO ACCOMPLISH A SOPHISTICATED CULTURAL OBJECTIVE: INTERRUPT THE ATTEMPT TO EQUATE GAY WITH BLACK, AND SEXUAL ORIENTATION WITH RACE. WE NEED TO MAKE TRADITIONAL SEXUAL MORALITY INTELLECTUALLY RESPECTABLE AGAIN IN ELITE CULTURE. AND WE NEED TO GIVE LIBERALS AN ALTERNATIVE WAY OF THINKING ABOUT GAY RIGHTS ISSUES, ONE THAT DOES NOT LEAD TO THE MISUSE OF THE POWER OF GOVERNMENT TO CRUSH DISSENT IN THE NAME OF FIGHTING DISCRIMINATION.

F) *BEHIND ENEMY LINES, DOCUMENT THE VICTIMS IN EUROPE.*

WE HAVE LEARNED HOW TO MAKE THE COERCIVE PRESSURES ON RELIGIOUS PEOPLE AND INSTITUTIONS AN ISSUE IN THE UNITED STATES. WE WILL USE THIS KNOWLEDGE TO RAISE THE PROFILE OF GOVERNMENT ATTACKS ON THE LIBERTIES OF RELIGIOUS PEOPLE AND INSTITUTIONS IN EUROPE, BOTH FOR INTERNAL DOMESTIC CONSUMPTION IN EUROPE AND TO HALT THE MOVEMENT TOWARDS GAY MARRIAGE WORLDWIDE. OUR GOAL IS TO PROBLEMATIZE THE OPPRESSION OF CHRISTIANS AND OTHER TRADITIONAL FAITH COMMUNITIES IN THE EUROPEAN MIND.

G) *BEHIND ENEMY LINES: DOCUMENT THE VICTIMS—KEEPING GAY MARRIAGE CONTROVERSIAL IN MASSACHUSETTS, VERMONT, CONNECTICUT*

WE NEED TO DOCUMENT THE CONSEQUENCES OF GAY MARRIAGE AND DEVELOP AN EFFECTIVE CULTURE OF RESISTANCE BEHIND ENEMY LINES. POLLING DATA IN MASSACHUSETTS INDICATE THAT SIX YEARS AFTER COURTS IMPOSED GAY MARRIAGE, PUBLIC OPPOSITION TO GAY MARRIAGE IS SURPRISINGLY STRONG. IT IS ALSO, HOWEVER, VERY QUIET, IN PART BECAUSE PEOPLE FEAR RETALIATION AND HARASSMENT IF THEY SPEAK UP FOR TRADITIONAL MARRIAGE IDEAS. (IN A RECENT POLL 36 PERCENT OF PEOPLE WHO OPPOSE GAY MARRIAGE AGREED THAT "IF YOU SPEAK OUT AGAINST GAY MARRIAGE IN MASSACHUSETTS YOU REALLY HAVE TO WATCH YOUR BACK BECAUSE SOME PEOPLE MAY TRY TO HURT YOU.")

WE WILL FUND A LOW COST BILLBOARD AND MEDIA CAMPAIGN TO SUPPORT THE IDEA THAT CHILDREN NEED MOTHERS AND FATHERS AND TO HIGHLIGHT THREATS AND PROMISE SUPPORT TO ANY CITIZENS

CONFIDENTIAL

ATTACKED FOR THEIR PRO MARRIAGE VIEWS; COMMISSION POLLING AND OTHER STUDIES TO DOCUMENT CONSEQUENCES OF GAY MARRIAGE; AND GATHER A RAPID RESPONSE TEAM OF VIDEOGRAPHERS AND REPORTERS TO COLLECT AND RECORD STORIES OF THOSE WHO HAVE BEEN HARASSED, THREATENED OR INTIMIDATED AS A RESULT OF THEIR SUPPORT FOR TRADITIONAL VIEWS ON MARRIAGE AND SEXUALITY ACROSS THE COUNTRY AND ALSO IN EUROPE AND ABROAD.

FINANCIAL REPORT

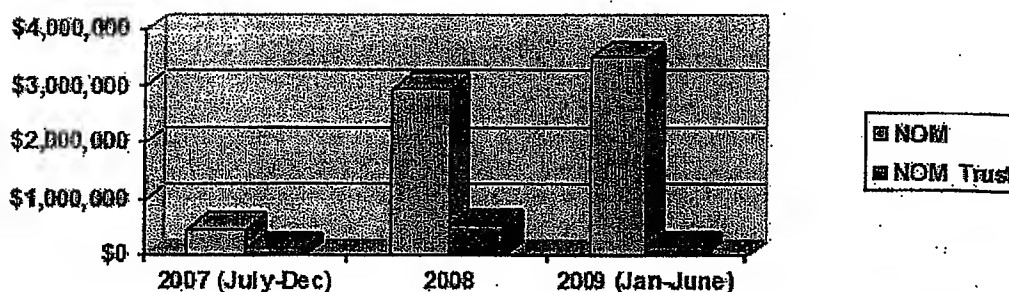
III.

FUNDRAISING ACHIEVEMENTS

A.

FROM JANUARY 1, 2009 TO JUNE 15, 2009, NOM HAS GROWN FROM A DONOR BASE OF 8,000 TO 30,000 AND ITS ACTIVE CONSTITUENCY HAS INCREASED FROM 50,000 TO 400,000 (THE GOAL IS 50,000 DONORS AND 2,000,000 ACTIVISTS BY THE END OF 2009.) DURING THIS TIME, NOM AND APP HAVE RAISED 4.0 MILLION DOLLARS.

NOM Fundraising (2007-2009).



	2007 (July-Dec)	2008	2009 (Jan-June)
NOM	\$472,000	\$2,967,000	\$3,518,000
NOM Trust	\$153,000	\$153,000	\$153,000

FINANCIAL STATEMENTS

B.

INCLUDED IN THE ATTACHMENTS ARE SUMMARY FINANCIAL STATEMENTS AND COMPLETE AUDITED FINANCIAL STATEMENTS FOR NOM AND THE NATIONAL ORGANIZATION FOR MARRIAGE EDUCATION FUND.

ATTACHMENTS:

MARRIAGE: \$20 MILLION STRATEGY FOR VICTORY

- 1.
2. NOM MEDIA HIGHLIGHTS: SELECTED MEDIA MENTIONS

CONFIDENTIAL

3. *FINANCIAL OVERVIEW*
4. *AUDITED FINANCIAL REPORTS*

CONFIDENTIAL